



**Volunteering SA&NT**  
*volunteers are vital*

# **3 R's to Volunteer Management**

## Useful resources and references

---

### ***Volunteer Management:***

#### **Key reference and available for purchase from VSA & NT:**

Volunteer Management – An essential guide (3rd Edition). Joy Noble, Louise Rogers and Andy Fryar 2010

### ***Role descriptions and advertising:***

Volunteering Australia:

[http://www.volunteeringaustralia.org/files/MJBTHZ476B/VA\\_Volunteer%20Roles%20Toolkit%20final.pdf](http://www.volunteeringaustralia.org/files/MJBTHZ476B/VA_Volunteer%20Roles%20Toolkit%20final.pdf)

Volunteering QLD:

<http://www.volunteeringqld.org.au/home/resources/Recruit%20and%20Select%20Volunteers.pdf>

Volunteering Victoria:

<http://www.volunteer.vic.gov.au/resources-for-volunteer-organisations/best-practice-toolkit/manage-your-volunteers/attracting-and-recruiting/advertising-volunteer-opportunities>

### ***Interviewing:***

The OHIO State University Extension: Conducting Volunteer Interviews: A Guide for the Extension Educator  
Accessible via:

<http://www.ohio4h.org/volunteers/staff/documents/Conducting%20Volunteer%20Interviews.pdf>

Voluntary Action-Leeds Interviewing Volunteers

Accessible via:

[http://www.val.org.uk/\\_documents/Interviewing%20Volunteers.pdf](http://www.val.org.uk/_documents/Interviewing%20Volunteers.pdf)

Ohio State 4-H: Before Interviewing Volunteers tip sheet

Kathleen McCleskey and Cheryle N. Yallen: *A Conversation with a Purpose: A Practical Guide to Interviewing Prospective Volunteers*

Accessible via:

<http://www.energizeinc.com/art/aconv.html>

Volunteering WA Website

<http://ea.volunteeringwa.org.au/recruiting/interviewing-volunteers.aspx>

Linda Graff & Associates Inc (1999): *Beyond Police Checks - The Definitive Volunteer & Employee Screening Guidebook*

Sahara Consulting UK Ltd, Sandy Leong: *Interviewing Volunteers: A training Manual*

Joy Noble, Louise Rogers and Andy Fryar (2010) :*Volunteer Management – An essential guide (3rd Edition).*




---

---

---


---

---

---


---

---



## What we will cover today...

- key aspects of a successful volunteer program
- enhance your understanding of best practice in volunteer management
- share and reflect on volunteer management experiences



---

---

---


---

---

---

---


---



## Selling your product

What is your elevator statement if someone asked you about

- your volunteer role?
- your volunteer program?



---

---

---

---

---

---

---

---

---

**What is your elevator statement?**

## Volunteer Management

### The 3 R's....

- Recruitment
- Retention
- Recognition



---

---

---

---

---

---

---

## Recruitment

1. Planning
2. Promotion
3. Interview, Matching and Screening
4. Induction
5. On-going Volunteer Management
6. Review



---

---

---

---

---

---

---



## Planned Approach

- ▶ Do you have specific roles for your volunteers to undertake?
- ▶ Can your organisation afford to involve volunteers?
- ▶ Have you got the resources (financial and human) to support a volunteer program in your organisation?



---

---

---

---

---

---

---



## Organisational Gap

- What skills and knowledge does your organisation currently have and what is needed.
- Recruiting needs are better defined and more likely to result in the most appropriate selection.
- Skills audit is a process that can be used to identify the skill gaps in an organisation.



---

---

---

---

---

---

---



## Your Recruitment Plan

- What is it?
- How will you know you have achieved it?
- Resources
- Risks to consider



---

---

---

---

---

---

---



## RECRUITMENT PLAN

- ✓ Target group
- ✓ Techniques to communicate with them
- ✓ List potential avenues
- ✓ DO IT!



---

---

---

---

---

---

---

## Don't forget specific target audiences

Should you be considering the following in your recruitment campaign?

- Culturally and Linguistically Diverse groups (CALD)
- Indigenous and aboriginal people
- Young people
- People with a disability
- People on Centrelink benefits
- Recovering from workplace injuries e.g. Commonwealth Rehabilitation Services (CRC)
- Skilled migrants
- Professional people



---

---

---

---

---

---

---

## Role Descriptions

- Why are they important?
- Value add
- Difference between paid and volunteer roles



---

---

---

---

---

---

---



## What is a position description?

A good position description clarifies the responsibilities and support arrangements for a volunteer. It helps volunteers to be clear about what is expected of them and feel confident in their role. A position description also outlines how the role fits in with relation to the broader goals of the organisation.



---

---

---

---

---

---

---

## PRE-RECRUITMENT CHECKLIST

*Reference: Volunteer Management – An essential guide (3rd Edition). Joy Noble, Louise Rogers and Andy Fryar 2010*

---

Consult staff regarding volunteer involvement and ensure they are clear about their role in working with the volunteer and that you have enough work for them to do?

Are there clear support and supervision processes established for the management of volunteers?

Is information available about volunteering in your organisation?

Do you know what kind of volunteer you need? Do you have a good idea of what kind of applicant you are NOT looking for?

Has a position description been written for this position? And does the position description clearly identify the requirements for the job?

Is there a clearly established recruitment, interview and induction process for volunteers?  
AND Is there an appropriate person to interview and advise volunteers through the process?

Do you know how you will determine the suitability and job-match for volunteers? AND  
What will you do with unsuitable applicants?



Identify as many tasks as possible that you believe could be suitable for a volunteer – in the Task column

[illegible]

Using the above table, look at the list and reword the tasks into responsibilities, thus coming up with the Volunteer Responsibilities.

[illegible]



## Task and Responsibilities

- **Tasks** define how and what sort of work should be carried out and are disconnected from any broader, more meaningful purpose.
- **Responsibilities** leave the 'how' up to the volunteer and define what really matters – what the work actually achieves. This will be particularly appealing to those volunteers who are also seeking paid employment, as it will help them to conceptualise and demonstrate the responsibilities they carry out in a workplace setting.



---

---

---

---

---

---

---



## Promotion



---

---

---

---

---

---

---



## RESEARCH ON VOLUNTEER MOTIVATION

Researcher Gil Clary summarised these six functions about volunteer motivation:

- 1) **Values** - volunteering to express important values, eg humanitarianism
- 2) **Understanding** - volunteering to understand the population being helped
- 3) **Enhancement** - volunteering to enhance oneself psychologically
- 4) **Career** - volunteering to gain career-related experience
- 5) **Social** - volunteering to enhance social relationships
- 6) **Protective** - volunteering to reduce negative feelings



---

---

---

---

---

---

---

## WHY PEOPLE VOLUNTEER

---

- To feel needed
- To share skills
- For a change of pace
- To get to know a new community or neighbourhood
- To help someone
- Because a family member or friend pressured them
- To gain leadership skills
- To change from being a leader
- To act out a fantasy
- To do their civic duty
- To earn academic credit
- To be with people who are different than themselves
- To keep themselves busy
- The agency is geographically accessible
- To do something with a friend or family member
- To learn the truth
- To do one's share
- To see that resources are well allocated
- For recognition
- To make new friends
- To explore a career
- Parenthood
- To demonstrate commitment to a cause or belief
- To help a family member
- As therapy
- To do something different than their daily job
- To have fun!!!
- For religious reasons
- To keep skills alive
- To relay a debt
- As an excuse to do something they love
- To donate their professional skills
- As a family tradition
- To be able to criticise without personal jeopardy
- Because there is no one else to do it
- To get the meals, transportation, or other benefits
- To assure progress
- To protect clients from an insulation
- To feel good
- To have an impact
- Because their boss accepts it
- To be part of a team
- To learn something new
- To be an advocate
- To gain status
- To get out of the house
- For freedom of schedule
- Because they were asked
- Because of who did the asking
- To test themselves
- For escape
- To become a "insider"
- To be an agent of change
- Because of their personal experience with a cause or problem
- Guilt
- Because of interest in or concern for the particular client group
- To gain access to services for themselves
- To be challenged
- To experiment with new ways of doing something
- As an alternative to giving money
- To be a watchdog
- To feel proud
- To stand up and be counted



## WHY WOULD PEOPLE CHOOSE TO NOT VOLUNTEER?

- ▶ fear of over-commitment
- ▶ nobody asked them
- ▶ feel they have nothing to offer
- ▶ prior bad experience
- ▶ fully committed already
- ▶ think it is all boring work
- ▶ lack of confidence
- ▶ believe volunteering replaces paid workers
- ▶ restricted perception of volunteering
- ▶ fear expenses involved
- ▶ lack of family tradition



---

---

---

---

---

---

---



## Promotion strategy

Can you easily define:

- Role
- Benefits
- Expectations
- Time commitment
- Success Stories
- Answer questions??



---

---

---

---

---

---

---

## Promote

- Advertise in community Messenger
- List opportunities on State Peak body websites (eg: VSA&NT data base)
- "Go Volunteer"
- Word of mouth
- Letter drop
- Social media



---

---

---

---

---

---

---

**Recruitment Plan : What do you think potential volunteers need to know?**

**Role**

.....

.....

**Benefits**

.....

.....

**Expectations**

.....

.....

**Time Commitment**

.....

.....

**Success Stories**

.....

.....

**Questions?**

.....

.....



## Selling your product

What is your elevator statement if someone asked you about

- your volunteer role?
- your volunteer program?



---

---

---

---

---

---

---



## Interview, Match & Screen

- "Getting to know you"
- Background checks may not be enough – factual
- Match between what is needed and what is offered
- Identify the right person for the role (skills/attitude)
- This is serious – duty of care
- Focuses on the role description



---

---

---

---

---

---

---



## Interview Process Specifics

- Preparation
- Open the interview
- Conduct the interview
- Close the interview



---

---

---

---

---

---

---

## Interview, Match & Screen

1. Understand volunteer motivations
2. Match people to skills required
3. Think about what's in it for the volunteer  
– the **SELLING** points  
eg Art Gallery guide



---

---

---

---

---

---

---

## Interview, Match & Screen

Why?

- To protect clients
- Your organisation's reputation
- Morale of staff and volunteers
- To achieve the best match
- To recognise high-risk volunteers
- To recognise high-potential volunteers

= Retention



---

---

---

---

---

---

---

## Induction

- The organisation and its functions
- Introduction to the workplace
- The mission of the organisation
- Clarification of duties – Job Description
- Hours of duty
- Code of conduct/boundaries
- Handbook for volunteers



---

---

---

---

---

---

---

## KEY CONCEPTS OF INTERVIEWING

---

1. The primary purposes of interviewing volunteers are to determine a mutual fit between the candidate and the organisation, and to screen for risks
2. There are 4 key steps in the interview process  
A) Preparation      B) Opening and Greeting      C) Body of the interview      D) Closing
3. Essential skills in interviewing are designing and asking questions and reflective listening
4. It is important to prepare for special problems that might present themselves during the interview.

### STEPS IN INTERVIEWING:

#### Preparation

- Review information about applicant
- Review pertinent information on jobs
- Formulate questions
- Schedule adequate time
- Arrange for a private, comfortable place to hold interview
- Cast aside all distractions
- Develop interview format appropriate to staff schedules, etc.
- Brief your reception staff about appointment times and numbers of applicants expected

#### Opening and Greeting

- Put applicant at ease, establish rapport
- Clarify purpose of interview
- Establish time frame for interview

#### Body of Interview

- Information on program, agency etc.,
- Information about applicant
- Information about jobs

#### Closing

- Review and summarise interview
- Discuss next steps
- Express appreciation for his/her time

#### Screening

Screen out candidates inappropriate for the organisation or having skills that could be better used in another setting by referring them on.

Adapt job descriptions to unique skills of prospective volunteers.

Conduct background checks as required or desired.

#### Assigning volunteers

Tentatively match appropriate applicants to currently available assignments and time slots.

Arrange for further screening, if necessary, by immediate supervisors.

Make final decision to accept and schedule starting date.

#### Facilitate group volunteer involvement

Identify potential projects/assignments for organised groups of volunteers to handle independently.

Meet with leaders of prospective groups of volunteers and speak with members.

Establish written guidelines for supervising work and communications.



## Interviewing – An Overview

*Reference: Sahara Consulting UK Ltd, Sandy Leong: Interviewing Volunteers: A training Manual*

---

Allow time to prepare for the interview.

Allow enough time for the interview and make sure there will be no interruptions.

Allow time for follow-up after the interview – writing up any notes, making phone calls etc.

- Find a suitable place for the interview.
  - Preferably
    - private
    - comfortable
    - free from interruptions
    - informal seating
- Plan the interview: what is it for?
- What do you need to know?
- What does the interviewee need to know about you?
- Will the interview be selective or is it more about information exchange and choosing from a range of opportunities?
- If the interview is for a particular volunteer role, do you have a **role description** in mind or on paper?
- Plan which questions you will ask in order to get all the information you need.
- Have relevant information, leaflets etc. to hand and properly organised before the interview.
- Remember to explain who you are, what your organisation is and what the interview is for.
- Explain any note taking that you may do during the interview.
- Explain how long the interview is likely to last and what will happen after the interview.
- Keep to the structure of the interview.

## Potential Interview Pitfalls

---

Adapted from the reference:

The OHIO State University Extension: Conducting Volunteer Interviews: A Guide for the Extension Educator

Accessible via:

<http://www.ohio4h.org/volunteers/staff/documents/Conducting%20Volunteer%20Interviews.pdf>

While interviewing potential volunteers can be a very positive experience, there are times when it can be problematic for the organisation and the applicant. The individual or committee conducting the interview may run into trouble if they are:

1. Asking leading questions that help the potential volunteer anticipate the answer the interviewers are looking for
2. Making a decision about a potential volunteer before the interview is complete
3. Following a pattern too strictly, without recognizing and / or compensating for individual differences
4. Lacking knowledge about the volunteer position
5. Trying to rush the interview and not allowing for adequate dialogue
6. Talking too much, rather than listening to the applicant
7. Not knowing the questions to ask or failing to follow-up with questions
8. Being influenced by individual factors rather than considering the person as a whole
9. Failing to adequately describe the organisation or position requirements
10. Being interviewed by the candidate instead of doing the interviewing
11. Telegraphing responses – interviewers let potential volunteer know too much about the type of response/s they are seeking
12. Judging the applicant solely on personality, and overlooking important factors related to their skills, abilities and knowledge
13. Attempting to answer questions from the applicant without full knowledge or understanding of what is being asked. If interviewers do not know an answer to a question they should let the applicant know they will get back to them with the requested information and
14. Telling the potential volunteer that they are accepted as a volunteer with the organisation without the applicant having completed all the selection procedures.

## Tips to Saying “No”

---

### *Reference:*

Linda Graff & Associates Inc (1999): Beyond Police Checks - The Definitive Volunteer & Employee Screening Guidebook (p.144)

*Here are a few tips to help deliver the less than pleasant message to unsuccessful candidates.*

- Prior notification, review your notes of the interview to remind yourself of the candidate's positive features and those areas that needed further development.
- Be prepared with positive feedback about each candidate's application details and interview performance.
- Communicate the strengths you identified. Let them know if you were impressed by aspects of their application, interview performance, or other positive qualifications.
- If truthful, note that you have been in the difficult position of having to choose among well-qualified candidates.
- Avoid giving negative feedback wherever possible.
- The most palatable message is one that focuses on the absence of a match between the candidate's abilities and the specific requirements of the position in question. When the absence of a match is identified as the basis for non-acceptance, then the dignity and confidence of the candidate are more likely to be left intact.
- Be careful not to defame anyone by a comment such as: "We think you might be dangerous."
- If pushed, you might try to turn a negative into a positive. Do not say: "You did not have enough computer skills." Instead, try something like this: "You might consider enhancing your computer skills as an avenue for future development."

## Induction

- Probation period
- Volunteer rights and responsibilities
- Risk Management
- Role specific training
- Volunteer Induction options include one on one, group induction, volunteer buddy system



---

---

---

---

---

---

---

## On-going Management

- Training
- Supervision and Mentoring
- Recognition
- Policies and Procedures
- Feedback process
- Revisit boundaries
- Review Role descriptions



---

---

---

---

---

---

---

## Review

- How do I measure the success of my recruitment strategy?
- Performance measures
- Feedback from volunteers



---

---

---

---

---

---

---

**Sample Induction Checklist (let's add to it!!)****PRIOR TO COMMENCEMENT**

- When, where to arrive, who to meet.
- Terms and conditions, contract.
- Job description, any further background notes.

**Point to consider:** Weigh up the value of group induction vs. 1-on-1 inductions

**FIRST DAY**

- Introductions to immediate colleagues (Staff and Volunteer team).
- Office basics:
  - Office access and security
  - Health and safety.
  - Fire drill
  - First aid procedures/officers
  - General office facilities – mail system, photocopier, stationery supplies, drinks, phone system/answering, diaries etc.
- Workstations, equipment
- Clarify personnel issues - holiday arrangements, office hours and cover, dress code, sickness reporting
- Introduction to other office staff (as available).
- Basic structure and purpose of organisation
- Clarify job, key relationships
- Starting tasks

**FIRST WEEK**

- Communication channels, responsibilities
  - - within Team
  - - outline for whole organisation.
- General work standards
- Specific facilities/resources for the job.
- Supervisory sessions \*.
- Organisation's history, policies, goals, structure

**FIRST MONTH**

Those items marked \* above will need to be revisited and developed over time.  
Assessment of initial training and development needs.

**WITHIN FIRST THREE/SIX MONTHS**

First appraisal interview/probationary period review (recommend after 3 months)



## REALITY

Your Recruitment Strategy  
is the first point of contact they have with your  
organisation

You want to be the organisation of choice for  
volunteers



---

---

---

---

---

---

---

## Retention

1. Why do volunteers stay?
2. Why do they leave?
3. Role of welcoming
4. Organisation checklist



---

---

---

---

---

---

---

## Retention of Volunteers Discussion – why do they stay?

- Updated job descriptions
- Meet expectations
- Regular feedback
- On-going training
- Appropriate supervision
- conflict resolution
- Fun

.....and more!



---

---

---

---

---

---

---



## Volunteers: Getting your organisation ready to receive them

Volunteers are fundamental to community and not-for-profit organisations' important work.

Recruiting the right sort of volunteers goes a long way to ensuring important work is done well.

Before volunteers are registered, your organisation needs to have the following in place:

### 1. Support and commitment from the board and staff

Develop a volunteer management handbook. Do you have one? What should it cover?

---

---

---

---

What else should your organisation provide? E.g. An appropriate workstation

---

---

---

### The Volunteer Coordinator

Role of the coordinator:

- Assessment and prioritisation of staff requests for volunteer assistance
- Development of volunteer job descriptions
- Advertisement of positions

- ---
- ---
- ---

### 3. Volunteer Job Descriptions (see template provided later)

Clear job descriptions need to be written for each position.

Well-crafted position descriptions for **each** approved job will assist the organisation to:

- Set the criteria for selection and placement of applying volunteers
- Understand the scope, responsibilities and limitations of the work
- Put in place appropriate screening measures for applicants
- Develop necessary training materials
- Establish standards for performance in supervising and evaluating volunteers
- Develop means to recognise and reward volunteer effort

### 4. Information Pack

The information pack should be sent out to all applicants. It will assist them to make a decision about your organisation and its volunteer opportunities. It can also be used as part of your community education and donor development programs.

What do you think should be included?

---

---

---

### 5. Volunteer application process

A process is needed to ensure appropriate handling and screening of potential recruits:

- A procedure for responding promptly to initial inquiries
- Mailing of volunteer position descriptions, information packs and application forms
- Scheduling of volunteer interviews.
- Development and scheduling of information sessions and other required training

If a specific position requires extraordinary screening or training, such as criminal background checks or certification, the volunteer should be informed up-front.  
Different processes for different types of jobs.....

## 6. Getting the word out

### **The ad**

Your recruitment process is in place and you are now ready to target the appropriate audiences to recruit those who are truly interested in the project.

First you need to develop concise, clear-cut recruitment ads to attract the best applicants to your program. These do NOT need to be paid ads – they can be stories and photos.....

What should advertisements include?

- The objective of the program

-----  
-----  
-----

These sorts of ads will also do most of the screening for you.

*Share your enjoyment of books, by reading to our delightful prep students two mornings a week at Greendale primary school and then share your experiences over scones and cream with our staff at morning tea. A police security check will be required. Ring Susan our office manager for further details on 1234567.*

### **Placing the ad**

Options to help get the word out are;

- Your newsletter
- Local newspapers volunteer listings
- Your current clients, staff, board and volunteers and.....





## WHY DO VOLUNTEERS LEAVE?

- Bad management (30.3%)
- Bored (23.3%)
- Left to study (11.7%)
- Lack of recognition (10.7%)
- Moved
- Did not like the task
- Expenses
- Family commitments

*Volunteer satisfaction and dissatisfaction – the impact on  
attrition*  
• Jane Osborn 2008



---

---

---

---

---

---

---



## WELCOMING

'you never get a second chance to make a good  
first impression'

- Initial call
- First meeting
- Orientation session
- First day



---

---

---

---

---

---

---



## WELCOMING

- Process to respond to requests
- How is that information captured
- What information is sent to a potential  
volunteer?



---

---

---

---

---

---

---

## **INFORMATION SHEET**

### **Model Code of Practice for Organisations Involving Volunteer Staff**

Volunteering Australia has developed, through consultation with volunteer involving organisations and projects in the not-for-profit sector, national standards for volunteer involvement which represent and explain the tenets of 'best practice' in the management of volunteers.

The following points identify policy considerations for volunteering involving organisations and can be addressed as part of the process to implement the national standards.

- Interview and employ volunteer staff in accordance with anti discrimination and equal opportunity legislation
- Provide volunteer staff with orientation and training
- Provide volunteer staff with a healthy and safe workplace
- Provide appropriate and adequate insurance coverage for volunteer staff
- Not place volunteer staff in roles that were previously held by paid staff or have been identified as paid jobs
- Differentiate between paid and unpaid roles
- Define volunteer roles and develop clear job descriptions
- Provide appropriate levels of support and management for volunteer staff
- Provide volunteers with a copy of policies pertaining to volunteer staff
- Ensure volunteers are not required to take up additional work during industrial disputes or paid staff shortage
- Provide all staff with information on grievance and disciplinary policies and procedures
- Acknowledge the rights of volunteer staff
- Ensure that the work of volunteer staff complements but does not undermine the work of paid staff
- Offer volunteer staff the opportunity for professional development
- Reimburse volunteer staff for out-of-pocket expenses incurred on behalf of the organisation
- Treat volunteer staff as valuable team members, and advise them of the opportunities to participate in agency decisions and
- Acknowledge the contributions of volunteer staff

**Reference: National Volunteer Skills Centre, Volunteering Australia 2005**



## What keeps you volunteers coming back?

- Discuss
- Who is your most recent volunteer?
- When did they join?



---

---

---

---

---

---

---



## INVOLVING NEW VOLUNTEERS

What needs to be considered when you include  
new volunteers into your team

What is your checklist?



---

---

---

---

---

---

---

## Recognition



---

---

---

---

---

---

---

## HOW TO GIVE RECOGNITION

*Reference: Linda Gaff & Associates In (2005): best of All: the Quick Reference Guide to Effective volunteer Involvement (p.141).*

There are literally hundred of mechanisms that can be used to demonstrate to a volunteer how important their contributions are to the mission of the organisation. Here are just a few examples to illustrate the breadth and creativity of methods available to you:

- Give day-to-day personal acknowledgements of the volunteer's presence.
  - call them by name, remember that they were not feeling well last week, let them know you missed them if they've been absent or on holidays, ask them about their family members, their outside interests, etc.
- Acknowledge the volunteer's contributions – notice what they do, comment on their achievements, point out the connection between their work and the accomplishment of the larger project, service, mission.
- Catch them doing something right and point it out; give them feedback on how they're doing, and constructive help to do the best they can.
- Reimburse out-of-pocket expenses.
- Ask for their feedback, welcome their input, treat their ideas with respect, let them know what you do with their suggestions.
- Include them – in staff meetings, training sessions, breaks, workplace celebrations such as birthdays and retirement parties.
- Keep them in the loop – notify them of changes in the workplace, services, comings and goings of other volunteers and staff, new initiatives, changes to the mission or program goals.
- Maintain an open door policy and let volunteers know there's always someone available to back them up.
- Give them meaningful work.
- Offer training opportunities and inform them when development opportunities arise, even if you cannot afford to pay their way.
- Record volunteer hours, accomplishments, activities and communicate these widely, including any particular successes, finished projects, products created.
- Give awards for achievement, merit, service, including gifts, certificates, best parking spot, etc.
- Provide for mobility between positions – lateral and upwards promotions – where the volunteer expresses an interest in variety of experience or increased responsibility.
- Do not continually ask volunteers to give more.
- Sponsor a volunteer recognition event – reception, tea, awards ceremony, outing, picnic, dinner.
- Have fun, find opportunities to laugh together, share the lighter side of what you do.
- Send greeting cards to celebrate birthdays, anniversaries of the date they joined the organisation, retirement, graduation, and to express concern over illnesses and absences.
- Post a valentine card on the volunteer bulletin board.
- Smile, be pleasant; do not always appear too busy to offer a personal greeting (even if you are!).

- Write stories about volunteer contributions (not just hours served) and publish them in in-house communication vehicles; share them with local media.
- Arrange for thank you notes to be written by your boss or your boss's boss to acknowledge the big accomplishments.
- Ensure that their work site is a good working environment, buy them better equipment, have the work ready for their arrival, let them know in advance if there's nothing for them to do this shift.
- Pay attention to their safety and security; consider how they travel to and from their work, think about lighting, escorts to cars or bus stops, car pool arrangements.

## Recognition

- Develop your own recognition program
- Program needs to be established as opposed to ad hoc.
- Consider embracing external activities e.g.
  - International Volunteer Manager's Day 5<sup>th</sup> Nov
  - International Volunteers Day 5<sup>th</sup> December
  - National Volunteer Week...May each year



---

---

---

---

---

---

---

## Recognition strategies

- Be accessible
- Encourage participation
- Involvement in planning



---

---

---

---

---

---

---

## Recognition strategies

- Provide additional responsibility and enable volunteers to 'grow' on the job
- Include volunteers in special events
- Celebrate achievements and efforts
- Recommend volunteers to prospective employers
- Take the time to explain and listen to volunteer's ideas and concerns.



---

---

---

---

---

---

---

## Recognition strategies

- Recognise and respond to individual needs
- Newsletter, communicate, email
- Provide letters of reference
- Birthday & Christmas cards
- Showcase volunteer achievement
- Awards



---

---

---

---

---

---

---

## Recognition strategies

What are your examples – please share



---

---

---

---

---

---

---

## Resources

Volunteering Australia website  
VSA & NT Publications  
AAMoV



---

---

---

---

---

---

---



---

---

---

---

---

---

---



## STATE VOLUNTEER CENTRES

### **Volunteering ACT**

Level 2, 202 City Walk,  
Canberra City ACT 2600  
T: 02 6251 4060  
F: 02 6251 4161  
E: [customer.service@volunteeringact.org.au](mailto:customer.service@volunteeringact.org.au)  
W: [www.volunteeringact.org.au](http://www.volunteeringact.org.au)

### **The Centre for Volunteering** (Volunteering NSW)

Level 3, 40 Gloucester St,  
The Rocks, NSW 2000  
T: 02 9261 3600  
F: 02 9261 4033  
E: [info@volunteering.com.au](mailto:info@volunteering.com.au)  
W: <http://www.volunteering.com.au>

### **Volunteering Queensland**

Level 6, 333 Adelaide Street,  
Brisbane, QLD 4000  
T: 07 3002 7600  
F: 07 3229 2392  
E: [admin@volunteeringqld.org.au](mailto:admin@volunteeringqld.org.au)  
W: [www.volunteeringqld.org.au](http://www.volunteeringqld.org.au)

### **Volunteering SA & NT**

Level 5, 182 Victoria Square (on the corner of Victoria Square and Flinders St)  
Adelaide, SA 5000  
T: 08 8221 7177  
F: 08 8221 7188  
E: [reception@volunteeringsa.org.au](mailto:reception@volunteeringsa.org.au)  
W: [www.volunteeringsa.org.au](http://www.volunteeringsa.org.au)

### **Volunteering Tasmania**

57D Brisbane Street,  
Hobart, TAS 7000  
T: 03 6231 5550  
F: 03 6234 4113  
E: [admin@volunteeringtas.org.au](mailto:admin@volunteeringtas.org.au)  
W: [www.volunteeringtas.org.au](http://www.volunteeringtas.org.au)

### **Volunteering Victoria**

Level 2, 491 King Street  
West Melbourne, VIC 3003  
T: 03 8327 8500  
F: 03 8327 8599  
E: [info@volunteeringvictoria.org.au](mailto:info@volunteeringvictoria.org.au)  
W: [www.volunteeringvictoria.org.au](http://www.volunteeringvictoria.org.au)

### **Volunteering WA**

City West Lotteries House, 2 Delhi Street  
West Perth, WA 6005  
T: 08 9482 4333  
F: 08 9482 4334  
E: [info@volunteeringwa.org.au](mailto:info@volunteeringwa.org.au)  
W: [www.volunteeringwa.org.au](http://www.volunteeringwa.org.au)

### **Australasian Association for Managers of Volunteers (AAMoV)**

Is the professional association for individuals across all sections of the community who are involved with managing volunteer programs within the Australasian region, including Australia and New Zealand.

It is our aim to take a lead role in:

- Promoting and recognising Managers of Volunteers
- Developing and encouraging access to professional development opportunities
- Encouraging the development of local, state and national networks
- Developing an accreditation programme

Being a member of AAMoV brings the benefit of joining an Australasian-wide network of Managers of Volunteers. It gives you the opportunity to participate in working parties, developing your own skills and understanding, and the recognition that comes from having a demonstrated commitment to professionalism. In addition, AAMoV members have the bonus of free access to the highly-regarded online publication e-volunteerism.

[www.aava.asn.au/](http://www.aava.asn.au/)

### **National Volunteering Strategy document**

In the strategy, the Australian Government sets out a vision for the future of volunteering in Australia, in which volunteering is encouraged, supported and recognised.

[www.volunteeringaustralia.org/files/3DYGXFF9Z7/National\\_Volunteering\\_Strategy.pdf](http://www.volunteeringaustralia.org/files/3DYGXFF9Z7/National_Volunteering_Strategy.pdf)

### **National Compact**

The National Compact: *working together* is an agreement between the Australian Government and the not-for-profit sector to find new and better ways of working together based on mutual trust, respect and collaboration.

The Compact was co-created by the government and a broad range of not-for-profit organisations following extensive consultation.

The Compact is based on a shared vision, purpose, principles and aspirations. Implementation of the Compact is focused on eight priority actions and is aligned with the government's reform agenda relating to the not-for-profit sector and social inclusion.

[www.nationalcompact.gov.au](http://www.nationalcompact.gov.au)

### ***Reference: Keeping Volunteers: a Guide to Retention, Steve McCurley and Rick Lynch***

Here are some specific suggestions for maximizing the likelihood of a volunteer getting a positive first impression:

1. Make sure that those answering the phone for your organisation know about the volunteer program and project an organised and friendly attitude to callers asking about volunteering. Test this by occasionally calling in and seeing how well this is working. It is impossible to overstate how important this first call can be or how devastating the impact if it is handled poorly.
2. Make sure that you get back to those who call about volunteer opportunities as quickly as possible. There is a substantial decay factor in volunteer enthusiasm over small amounts of time, and this decay can quickly lead to a firm conclusion that the charity isn't really interested. If you're too busy to process the volunteer's request, then at a minimum call to let them know you'll be back to them later and tell them when you will be re-contacting them.
3. If your agency is difficult to locate or has limited parking, considering setting up a volunteer kiosk at a convenient location – a shopping mall, library or other gathering point. This will make it easy for potential volunteers to begin the process of connecting with you.
4. When first meeting people, strive to give them a sense of understanding of the process they will be going through in applying to become a volunteer. This is especially important in these times when background checks can consume weeks. A volunteer who feels "lost" during this initial phase will quickly become lost.
5. Strive to give the new volunteer a sense of inclusion, establishing immediate social connections with staff and other volunteers. One simple way to do this is to walk them through the office and introduce them to others, particularly those with whom they will be working.
6. Make the volunteer's first day at the organisation a ceremonial one, with an official greeting and thanks. This will tend to put the official seal of approval on the volunteer's decision.

Do not, however, assume that you need only take care with prospective or new volunteers. Even dedicated customers have been known to change their shopping habits. Conducting a rigorous and complete analysis of what happens with experienced volunteers will prevent you from taking their commitment for granted and will push you to find ways to continually streamline your system so that it continues to meet their needs.